

A photograph of two women standing side-by-side, holding a large, ornate gold trophy. The woman on the left has dark hair, wears glasses, and a blue patterned top. The woman on the right has short dark hair and wears a light blue top. The trophy is tall with a star on top. The background is a plain, light-colored wall.

Chapter Three

Human Resources and other Organizational Management

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Organisational Structure



*Municipal Manager:
Luvuyo Mahlaka*



*Deputy Municipal Manager:
Mduduzi Mnyandu*



*GM: Water Services
Max Pawandiwa*



*CFO
Ved Hukum*



*GM: Operations
Tolomane Mnyayiza*



*GM: Corporate Services
Phumza Ntebe*



*GM: Infrastructure &
Economic Development
Zakithi Mbonane*



3.1 Organisational Structure

3.1.1 Administration

The administration of the Municipality is headed by the Municipal Manager. The Municipality has four administrative departments, each being headed by a General Manager. In addition, the Deputy Municipal Manager within the Office of the Municipal Manager is responsible for the efficient and effective operation of all departments.

3.1.2 Office of the Municipal Manager

The Office of the Municipal Manager is responsible for the following functions: Development Planning; Strategy and Shared Services; Internal Audit; Mayoralty and Communication; Legal Services; Youth Development; HIV/AIDS and Special Programmes.

DEVELOPMENT PLANNING – Responsibilities include the implementation of the Municipality's Performance Management System as aligned to the Integrated Development Plan (IDP), and to monitor and report on the progress and implementation thereof.

STRATEGY AND SHARED SERVICES – Responsibilities include the facilitation of strategic forums among the family of municipalities within the District, some through the implementation of shared services. This also ensures the management of enterprise-wide risk, service excellence and performance management.

INTERNAL AUDIT – Responsibilities include the provision of internal audit services to the Municipality as well as the co-ordination of the implementation of the internal audit service as a shared service within the District. The section also facilitates the external audit services required by the Municipality.

MAYORALTY AND COMMUNICATIONS – Responsibilities include the co-ordination of Mayoral executive support, corporate communications events and general marketing and maintenance of the profile of the Municipality. This section also acts as the vehicle for the realisation of intergovernmental and cooperative governance structures and events.

LEGAL SERVICES – Responsibilities include the co-ordination of legal research towards ensuring legal compliance, contract management and associated advisory services.

YOUTH DEVELOPMENT – The Office is responsible for institutionalisation and mainstreaming of Youth Development within Ugu District Municipality.

SPECIAL PROGRAMMES – The Office heads up advocacy and lobbying for the development and mainstreaming of issues, which affect the following vulnerable groups: Senior Citizens, People with Disabilities, Women and Farmworkers.

HIV/AIDS – The Office conducts aggressive lobbying for the support, assistance and development of people living with and/or affected by HIV and/or AIDS, as well as children who are either directly or indirectly affected by the epidemic as a result of their very vulnerable status or through being orphaned by the disease.

3.2 Human Resource Profile

THE FOLLOWING TABLE PROVIDES STAFFING INFORMATION:

LEVEL	Region Demo- graphics	UGU- OVERALL														
		TOP MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT			JUNIOR MANAGEMENT			GENERAL WORKERS		
		0-1			2-3			4-6			7-12			13-18		
Nos. OFF		8			28			110			269			471		
		Exist	Ideal	Diff	Exist	Ideal	Diff	Exist	Ideal	Diff	Exist	Ideal	Diff	Exist	Ideal	Diff
African Males	41.8	4	3.34	-0.66	10	11.70	1.70	45	45.98	0.98	110	112.44	2.44	384	196.88	-187.12
African Females	50.2	2	4.02	2.02	10	14.06	4.06	39	55.22	16.22	88	135.04	47.04	75	236.44	161.44
Coloured Males		0	0.02	0.02	0	0.08	0.08	0	0.33	0.33	7	0.81	-6.19	1	1.41	0.41
Coloured Females	0.3	0	0.02	0.02	0	0.08	0.08	3	0.33	-2.67	0	0.81	0.81	1	1.41	0.41
Indian Males	0.3	1	0.14	-0.86	1	0.50	-0.50	9	1.98	-7.02	29	4.84	-24.16	10	8.48	-1.52
Indian Females		0	0.14	0.14	1	0.48	-0.52	1	1.87	0.87	7	4.57	-2.43	0	8.01	8.01
White Males	1.8	1	0.15	-0.85	5	0.53	-4.47	9	2.09	-6.91	18	5.11	-12.89	0	8.95	8.95
White Females	1.7	0	0.15	0.15	1	0.53	-0.47	4	2.09	-1.91	10	5.11	-4.89	0	8.95	8.95
Other Males		0	0.00	0.00	0	0	0	0	0	0	0	0	0	1	0.00	0.00
Other Females	1.9	0	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Total	1.9	8	8	0	28	28	0	110	110	0	269	269	0	472	471	-0.47



3.3 Departments

The Municipality has the following four administrative departments:

3.3.1 Corporate Services Department

The Corporate Services Department, headed by the General Manager Corporate Services includes: Human Resources, Secretariat, Information and Communication Technology (ICT), Geographic Information Systems (GIS), Registry and Auxiliary Services, and Disaster Management.

The following are the functional areas of the sections within the Department:

HUMAN RESOURCES – Co-ordination of sound labour relations, Human Resources management and recruitment strategies including Leave management, Job Evaluation management, Employee Benefits, Employee Wellness, Organisational Development and Occupational Health and Safety.

SECRETARIAT – Co-ordination of secretariat support to Council and its committees.

ICT – Ensuring the efficient implementation of information management systems implementation and maintenance of application systems implementation of Enterprise Resource Planning hardware and software maintenance information systems security and general co-ordination of management of ICT systems.

GIS – Co-ordinates the placing of socio-economic and developmental information in a spatial context. This assists the political leadership and management in decision making and service delivery implementation planning. Spatial analysis, as well as spatial modelling is also done.

REGISTRY AND AUXILIARY SERVICES – Records management, registry management, facilities management, security management, telecommunications and building maintenance.

DISASTER MANAGEMENT – Co-ordination of the prevention, mitigation of disaster effects and the management of disasters when they occur.

JOB EVALUATION MANAGEMENT – Co-ordinates processes associated with the implementation and maintenance of Job Evaluation in the Local Government Sector at a regional level through interaction and facilitation of preparatory requirements, creating awareness of procedures and, analyzing and reporting on the status within Municipalities and/ or Principal Job Evaluation Committees in order to ensure the region delivers on its plans and objectives of performing at an acceptable standard, maintaining quality and consistency and producing Job Evaluation outcomes that are valid and defensible.

3.3.2 Treasury Department

THE TREASURY DEPARTMENT INCLUDES: Equity and Accounts, Grants and Expenditure, Budget Control and Supply Chain Management.

EQUITY AND ACCOUNTS – Asset management, loans, insurance and investments and cash collection.

GRANTS AND EXPENDITURE – Co-ordination of accounts payable, payroll and management of grants received.

BUDGET CONTROL – Preparation of budget, financial forecasting and preparation of financial statements.

SUPPLY CHAIN MANAGEMENT – Co-ordination of procurement of goods and services, and management of the supplier database and procurement contracts.

3.3.3 Infrastructure and Economic Development Department

THE INFRASTRUCTURE AND ECONOMIC DEVELOPMENT DEPARTMENT (IED) IS MADE UP OF THE FOLLOWING SECTIONS: Environmental Services, IED Finance, LED and Tourism.

ENVIRONMENTAL SERVICES – Responsibilities include the co-ordination and implementation of environmental management and environmental health services.

INFRASTRUCTURE AND ECONOMIC DEVELOPMENT FINANCE – Responsible for the management of the budgets for the MIG grant, as well as all other departmental grants and funding.

LED AND TOURISM – Facilitating and co-ordinating activities and programmes that would yield shared economic growth and extensive marketing of the District.

3.3.4 Water Services Department

The following are the sections which make up the Water Services Department: Water Services Operations, Water Services Authority (WSA) and Administration, Water Services Income and Fleet Management.

WATER SERVICES OPERATIONS – Management of all technical operations (water and sanitation) within the various areas covering the District.

WATER SERVICES AUTHORITY – Responsible for the implementation of Water Services Development Plan, water services provision legislation and by-laws, legislative prescripts of the department and development control, GIS, scientific services and design of projects and project management.

WATER SERVICES INCOME – Billing of residential and industrial consumers, collection of debt, as well as the co-ordination of indigent support and provision of contact centre facilities and systems which are derived from Batho Pele principles.

FLEET MANAGEMENT – Ensures that the organisation adequately supports service delivery through the provision and management of a safe and efficient fleet.

PROJECT MANAGEMENT UNIT (PMU) – Implementation of MIG funded projects such as water, sanitation and community facilities.

CONTROL CENTRE – The control centre deals with all public enquiries and complaints. It is headed by a Manager and is manned 24/7.



3.4 Staffing Information

The following table provides staffing information:

The Municipality as at June 2011 had 868 permanent staff members employed, with 418 vacant posts as illustrated in the following table:

Function	No. of Staff	No. of Vacancies
Municipal Managers	55	10
Corporate Services	63	13
Treasury	140	20
Infrastructure and Economic Development	28	5
Water Services	582	370
Total	868	418

Table18: Approved Posts

The following policies and by-laws were developed and in certain cases reviewed during the 2010/2011 financial year and some have not yet been approved by Exco:

- Succession Planning & Career Pathing Policy (in process)
- Sexual Harassment Policy (Approved)
- Language Policy (in process)
- Occupational Health & Safety Policy (Approved)
- GIS Policy (Approved)
- Reviewed Performance Management Framework Policy (Approved)
- Reviewed Performance Management System Policy and Procedure Manual (Approved)
- E R P User Management Policy (in process)

The following are the medical aid schemes in operation in the Municipality:

- KeyHealth
- Bonitas
- Hosmed
- LA Health
- Samwumed

Table 19: Minimum Competency Levels for Senior Management

OFFICIAL	A	B	C	D	E	F
	Total number of officials employed by municipality (Regulation 14(4) (a) and (c))	Total of officials employed by municipal entities (Regulation 14(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14 (4)(e))
FINANCIAL OFFICIAL						
Accounting Officer	1	1	2	1	1	1
Chief Financial Office	1	1	2	1	1	1
Senior Manager	7	2	9	2	7	5
Any other financial officials	4	0	4	3	0	3

The following are pension fund schemes in existence in the Municipality:

- Natal Joint Municipal Pension/Provident Funds (NJMPF)
- Government Employees Pension Fund (GEPF)
- Municipal Councillors Pension Fund (MCPF).

3.5 Skills Development Programme

A total of 353 employees received training during the 2010/2011 financial year at a cost of R1,578,887.00.

MINIMUM COMPETENCY LEVELS FOR SENIOR MANAGEMENT

The Municipal Finance Management Act, Sections 83, 107 and 119 prescribe that the Accounting Officer, Senior Managers, the Chief Financial Officer and other financial officials of a municipality must meet the financial management competency levels prescribed by regulation. National Treasury issued regulations on Minimum Competency Levels on 15 June 2007. The regulations prescribe the minimum competency levels for the following categories of employees:

- Accounting Officers of municipalities and municipal entities;
- Chief Financial Officers of municipalities and municipal entities;
- Senior Managers of municipalities and municipal entities;
- Other Financial Officials of municipalities and municipal entities; and
- Supply Chain Management Officials of municipalities and municipal entities.

The regulations further requires each municipality to report in its Annual Report consolidated information in respect of progress made in the attainment of minimum competency levels by the above mentioned categories of employees.

The report on progress made as at 31 December 2010 is provided in the table below in a format provided by the National Treasury.



OFFICIAL	A	B	C	D	E	F
	Total number of officials employed by municipality (Regulation 14(4) (a) and (c))	Total of officials employed by municipal entities (Regulation 14(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14 (4)(e))
Supply Chain Management Officials						
Head of supply chain management unit	1	1	2	1	1	1
Supply chain management managers	1	0	1	0	0	
Total	15	5	20	8	10	11

Column A: gives the total number of officials employed in the categories mentioned above.

Column B: gives the total number of officials employed by the municipal entity if applicable and such officials being in the categories mentioned above.

Column C: gives a total of employees covered in column A & B.

Column D: gives the total number of employees that have undergone competency assessment.

Column E: gives the total number of officials whose performance contracts for the year ended 30 June 2008 indicated the attainment of these competency levels as a performance target.

Column F: gives the total number of officials that meet the minimum competency levels.

• **LOCAL GOVERNMENT ACCOUNTING CERTIFICATE (LGAC) NQF 3:**

The LGAC Learnership was funded by the LGSETA for the benefit of treasury staff in all municipalities concluded last year. The intention of the programme was to assist officials to work towards attaining the Minimum Competency Levels (NQF 6) as per the Ministerial Regulations. Eighteen (18 Ugu officials were registered on the programme and twelve (12) graduated this year.

• **OCCUPATIONAL DIRECTED EDUCATION & TRAINING DEVELOPMENT PROGRAMME (ODETDP):**

The above-mentioned programme is funded by the LGSETA for the benefit of officials who are responsible for training and development in all municipalities. Three (3) officials from this municipality registered on the programme which is currently conducted by a training provider who is contracted to the LGSETA.

Learnerships:

• **CERTIFICATE PROGRAMME FOR MUNICIPAL FINANCE DEVELOPMENT (CPMD)**

Three (3) General Managers (S57) have successfully completed the CPMD Programme. One General Manager is currently completing the additional four (4) modules through the Wits Business School.

• **MUNICIPAL FINANCE MANAGEMENT PROGRAMME**

The programme is in line with the Ministerial Regulations for the Minimum Competency Levels.

10 officials who participated in the Municipal Finance Management Programme during 2010/2011 financial year through the University of Pretoria successfully completed the programme and graduated on 13 September 2011.

An additional 22 officials in the Finance Department are currently on the Municipal Finance Management Programme through the University of Pretoria. The course commenced last year and is scheduled to conclude in December 2011.

Technical

INTERNALLY FOCUSED

• **RPL FOR PLUMBERS**

The RPL project was aimed at recognising the skills and expertise of the plumbers in the employ of the Municipality with a view to training them in order to attain an accredited qualification, as well as addressing the critical and scarce technical skills as have been identified nationally. Forty one plumbers have been identified to undergo the assessment and training at the end, of which they will receive a qualification/trade certificate.

15 Plumbers have been trained and trade tested. 8 have successfully completed their trade test. The project is ongoing.

• **ELECTRICAL TRAINING:**

The project is run on the same principle as the RPL of Plumbers. The municipality identified 9 Artisan and Electrical Assistants to be trained and trade tested in the electrical field. 5 have completed the training and are awaiting their trade test. 4 are currently being trained at the Enyenyenzi Campus of the Esayidi FET College.



Externally focused

BUSINESS ADMINISTRATION PROGRAMME:

The Municipality opened its doors to serve as a workplace provider for a period of eight months for 20 unemployed learners who participated in the said project through the Services SETA.

Administrative

INTERNALLY FOCUSED TRAINING PROGRAMMES

- The ABET programme is ongoing and is run by the Department of Education.
- 88 newly employed staff members attended the Orientation Programme.
- Conduct Disciplinary Hearings
- Introduction to Quality Management Systems
- First Aid Level 1
- CIA Preparation Course
- Quality Management Systems
- OHS, Environmental & Quality Management Auditing
- Procurement for Consulting Engineering Services
- Auditing the Management & Reporting of Performance
- Fleet, Transport & Fuel Management
- Risk Management
- SHE Co-ordinator Programme
- Implication of Legal Compliance to a Municipality
- Effective HACCP ISO
- LEAN Six Sigma Black Belt
- Advanced Certificate Programme in Construction Contracts
- Agenda Preparation & Minute-taking
- CURA Software Roll-out
- MILE M: Strategic Planning Class
- Supervisory Training
- Report Writing & Minute-taking
- Basic Fire-fighting
- Cherry Picker training

Bursaries awarded:

Field of Study	Number of Bursaries	Monetary Value
Bachelor of Technology	1	R25,000.00
Public Management	11	R88,696.00
Human Social Science	1	R4,758.00
Water & Waste water Treatment	4	R9,850.00
Project Management	11	R129,200.00
Civil Engineering	4	R23,407.00
Customer Service Management	1	R4,800.00
Safety Management	2	R19,444.00
Administrative Management	8	R71,284.00

Field of Study	Number of Bursaries	Monetary Value
Information Technology	2	R34,668.00
Sp. Local Govt. Management	6	R83,148.00
Urban Infra. & Management	1	R16,860.00
Marketing	1	R942.00
Public Administration	1	R2,850.00
Road Transport Management	2	R14,440.00
Human Resources Management	3	R22,114.00
Chemical Engineering	1	R9,200.00
Journalism	1	R11,500.00
Informatics	1	R10,944.00
B Tech Quality	1	R5,556.00
Cost & Management	1	R11,470.00
Computer Practise	1	R7,200.00
Plumbing	1	R400.00
Supply Chain Management	1	R16,400.00
LLB Legal Practice	1	R9,200.00
Psychology	1	R5,146.00
TOTAL	73	R656,233.00

Internship Programme

The internship programme is intended to give work experience to unemployed youth, to render them more employable. The distribution of interns was as follows:

Area of Focus	No. of Interns
Registry Management Services	4
Financial Management	5
Human Resources Management	11
Secretariat	1
ICT	5
Ugu Fresh Produce	2
Sports & Leisure Centre	2
Office Administration	7
Water Services	18
PMU & Special Programmes	2

Table 20: Distribution of Interns



Raining Beneficiaries

The following table provides a breakdown of training beneficiaries per occupational categories:

Occupational Category	Males	Females	Total
Senior Officials/Managers	10	6	16
Professionals	2	2	4
Technicians & Trade Workers	93	20	113
Clerks	26	70	96
Plant and Machine Operators	47	6	53
Elementary Occupations	58	13	71
Total	236	117	353

Table 21: Training beneficiaries per occupational category.

3.6 Disclosures

COUNCILLOR	TOTAL COST (R)	
	2009/10	2010/11
Mayor	674 269	726 185
Deputy Mayor	475 437	534 788
Speaker	458 617	517 931
Executive Committee Members	1 704 376	1 796 016
Councillors	2 881 440	1 887 662
Total	6 364 720	5 348 663

Table 22: Remuneration of Councillors.

Remuneration of Senior Management

Remuneration of the Municipal Manager	2010/2011	2009/2010
Annual Remuneration	558755	536233
Housing subsidy	142499	134054
Subsistence - Non Taxable	18055	3606
Leave Encashed	0	0
Car Allowance	252466	230615
Performance Bonus	89369	61409
Backpay	11261	
Company Contribution to UIF, Medical aid and Pension Fund	11201	10215
Total	1083605	976131

Remuneration of the Deputy Municipal Manager	2010/2011	2009/2010
Annual Remuneration	642766	375314
Housing subsidy	0	0
Subsistence - Non Taxable	4174	1397
Leave encashed	0	70335
Car Allowance	234177	103086
Performance Bonus	72389	0
Backpay	315	
Company Contribution to UIF, Medical aid and Pension Fund	9790	6188
Total	962981	556319

Remuneration of the Chief Financial Officer	2010/2011	2009/2010
Annual Remuneration	362713	364183
Housing subsidy	127260	127242
Subsistence - Non Taxable	256	10242
Leave Encashed	0	0
Car Allowance	207059	163026
Performance Bonus	66506	61409
Backpay	6072	
Company Contribution to UIF, Medical aid and Pension Fund	107037	98630
Total	876902	824732

Remuneration of the General Manager: Corporate Services	2010/2011	2009/2010
Annual Remuneration	557379.91	160760
Housing subsidy	0	26000
Subsistence - Non Taxable	727.95	0
Leave Encashed	0	74994
Car Allowance	191296.14	44000
Performance Bonus	0	0
Backpay	13375.34	0
Company Contribution to UIF, Medical aid and Pension Fund	8484.32	7862
Total	771264	313616



Remuneration of the General Manager: Planning and Environment	2010/2011	2009/2010
Annual Remuneration	439886.85	226650
Housing subsidy	0	
Subsistence - Non Taxable	0	1267
Leave Encashed	0	0
Car Allowance	148115.11	74636
Performance Bonus	0	47763
Backpay	4458.45	
Acting allowance		5294
unpaid leave	-197586.54	
The Manager PMU Finance was acting until the end of September 2009. In October 2009 the GM: Planning and Environment was employed		

Remuneration of the General Manager: Operations	2010/2011	2009/2010
Annual Remuneration	491654.68	258291
Housing subsidy	76370.86	78750
Leave Encashed	0	0
Subsistence - Non Taxable	0	0
Car Allowance	197486.77	56000
Acting allowance	0	0
Backpay	2710.19	0
Performance Bonus	0	0
Company Contribution to UIF, Medical aid and Pension Fund	8521.29	4436
	776744	397477
Total Remuneration for Senior Management	6,451,742.45	4,863,348.89

Remuneration of the General Manager: Water Services	2010/2011	2009/2010
Annual Remuneration	568482.44	539411
Housing subsidy	0	
Subsistence - Non Taxable	9441.12	1397
Leave Encashed	27402.65	51703
Car Allowance	197486.77	160926
Performance Bonus	66506.31	61409
Backpay	11103.89	
Company Contribution to UIF, Medical aid and Pension Fund	8051.51	7508
Total	888475	822354

Remuneration of the Special Advisor	2010/2011	2009/2010
Annual Remuneration	427505.51	389218
Housing subsidy	0	0
Subsistence - Non Taxable	1082.51	17272
Leave Encashed	36296.4	42828
Car Allowance	156885.63	123001
Performance bonus	47988.34	34464
Backpay	15095.32	
Company Contributions to UIF, Medical aid and Pension Funds	7807.97	6918
Total	692662	613700

3.7 Occupational Health and Safety

An integrated approach to Safety, Health and Environment (SHE) risk management, using the International Organisation for Standardisation (ISO) management principles happens at all the operational worksites within the District. The National Occupational Safety Act (NOSA) Quality Management System is used to manage the reporting and recording of internal safety, health and environmental incidents.

HIGHLIGHTS

A medical surveillance programme has been introduced for staff working in the Sanitation Sections. Hepatitis A&B vaccinations were conducted by Medical Practitioners. Fire equipment that includes fire extinguishers; hose reels and fire detection systems are serviced on a yearly basis to ensure compliance.

Training on the Occupational Health and Safety Risk Management System was conducted with Senior Management; the system is currently being uploaded onto the Ugu District Municipality's intranet system. The system was developed based on ISO and Nosa standards.

Injuries on duty have been reduced by 33%. 1 July 2008 – 30 June 2009 we had 39 injuries, but from 1 July 2009 – 30 June 2010 we only had 26 injuries. The reductions are as a result of the awareness campaigns and follow up inspections.

38 staff members were elected and trained as Health and Safety Representatives to ensure compliance with the OHSAct 85 of 1993. Approximately 100 First Aiders were also trained to cover all Work Stations.



3.8 Employee Assistance Programme (EAP)

The EAP is striving to effect change in knowledge, attitude, lifestyle, behaviour and the environment leading to prevention, risk reduction and early detection of any adverse wellbeing challenges that may affect the organisation's employees.

Projects

PERSONAL FINANCIAL MANAGEMENT TRAINING

Observations revealed that there was an increase in garnishees against the employees on a monthly basis, as well as a lack of knowledge of implications of the National Credit Act. Employees were heavily indebted to micro-lenders.

Staff members from the junior management level and below have undergone training, with a second roll-out of such training planned for the next financial year 2009/10.

This training has resulted in improved personal financial management, and debt counselling has been identified as a further intervention in order to further reduce financial mismanagement by staff members. To this end, four peer educators were trained as Debt Counsellors.

SUBSTANCE ABUSE

Based on absenteeism patterns and referrals to the EAP, training on substance abuse was conducted. The training included a component on how supervisors can identify and manage staff members who abuse substances whilst on duty.

Information, education and training programmes concerning alcohol and drugs is undertaken to promote safety and health in the workplace. The awareness workshops are directed at all workers, and contain information on the physical and psychological effects of alcohol. Information, education and training programmes concerning alcohol and drugs include the following information with respect to the working environment:

- the laws and regulations covering alcohol and drugs;
- information pertaining to alcohol- and drug-related problems, provided, however, that individual confidentiality is respected;
- Services available to assist workers with alcohol and drug-related problems, both within and outside of the workplace, including information concerning assessment and referral services, counselling, treatment and rehabilitation programmes; and
- in addition to participating in the information, education and training programmes are directed at supervisors and managers to enable them:
- to identify changes in individual workplace performance and behaviour, which may indicate that the services of an employee assistance programme (EAP) are required;
- to explain and respond to questions about the Municipality's policy regarding alcohol and drugs; and
- to support a recovering worker's needs and monitor his/her performance, when the person returns to work;

SUPERVISORY TRAINING

A lack of awareness of municipal policies, as well as implementation of same, informed the need for such training. Evidence of the success of the training has been seen through the increased ability of the supervisors to manage various staff issues at the shop floor level.

HEALTH AWARENESS PROGRAMMES

A partnership has been entered into between the Municipality and the District Office of the Department of Health on rolling out of the following health awareness programmes:

HIV and AIDS

PREVENTION THROUGH INFORMATION AND EDUCATION

HIV and AIDS information and education programmes are essential to combat the spread of the epidemic and to foster greater tolerance for workers who are infected and affected by HIV/AIDS. Effective education contributes to the capacity of workers to protect themselves against HIV infection. It significantly reduces HIV-related anxiety and stigmatisation, minimises disruption in the workplace and brings about attitudinal and behavioural change.

The HIV and AIDS workplace programme ensures support at the highest levels and the fullest participation of all concerned. Information and education is provided in a variety of forms, such as written pamphlets and group information sharing sessions.

These sessions are tailored to behavioural risk factors of the workforce and its cultural context. They are delivered by trusted and respected individuals; hence, we have conducted them in partnership with Department of Health nurses. Peer education has been found to be particularly effective as there have been referrals from the peer educators.

LINKAGE TO HEALTH PROMOTION PROGRAMMES

The HIV and AIDs educational programme is linked to health promotion programmes dealing with issues such as substance abuse, stress and reproductive health at the workplace. It also highlights that intoxication due to alcohol and drugs could lead to behavior which increases the risk of HIV infection.

PRACTICAL MEASURES TO SUPPORT BEHAVIOURAL CHANGE

Employees are provided with accurate and up-to-date education about risk reduction strategies, and condoms should be available.

Anti-Retroviral Treatment for both the employee and partner is provided including ongoing treatment adherence support.

CANCER

Workshops were conducted to educate employees.

TUBERCULOSIS

Tuberculosis (TB) ranks as one of the world's most lethal but also most treatable infectious diseases in adults. When the treatment is properly given and adhered to, it can be cured. Yet, two million people die each year from TB. Three quarters of these are men and women in the most productive age group. This results in significant economic consequences.



Managing TB in the workplace makes a good business sense. The workplace is a win-win setting for TB management – for both the worker and the Municipality. For the worker, the workplace is a convenient location to gain awareness and receive treatment support for TB. For the Municipality, TB management saves costs by reducing absenteeism and staff turnover – through prompt diagnosis and effective treatment – and by reducing transmission to other workers with attendant costs. TB management within the Municipality is not only due to cost saving at the workplace but it is part of corporate responsibility programmes, and is a broad commitment to improving the well-being of the community. Where TB prevalence is high, TB management at the workplace is an opportunity for the Municipality to effectively demonstrate its social commitment, as showing that the Municipality is concerned about the community is well-being at large.

TB is a major contributor to ill-health and poverty in a community. The success of the Municipality is closely linked to the health and prosperity of the community. The community is a source of workers, services, contractors and business; it is a key part of the overall business environment. In high prevalence settings, many workers are vulnerable to TB. A sick worker means disrupted workflow, reduced productivity, weeks or months of absenteeism and, potentially, the direct costs of treatment. The average time lost from normal activities due to TB infection is six months. All this can add up to substantial costs to the Municipality.

DIABETES MANAGEMENT

A person with well managed diabetes does not pose a threat to his or her colleagues or to the efficient operation in the workplace. In fact, it has been observed that people with well managed diabetes often miss fewer days due to illness because, in order to manage their blood glucose effectively, they must lead generally healthier lifestyles. It is important that everyone in the workplace have accurate information about diabetes. Communication, co-operation and accurate information will encourage a healthier and more productive environment, hence diabetes education and awareness is one of the EAP projects.

People with diabetes often face discrimination in the workplace simply because others do not understand diabetes and how it is managed. People with diabetes may conceal their disease

from their employers and colleagues in order to avoid negative reactions, rejection or outright discrimination. As a result, an insulin injection may be missed, a blood glucose test forgotten or a meal postponed, consequently jeopardising an individual's overall health and perhaps his or her safety on the job. The majority of people manage their diabetes by eating a healthy diet, maintaining a healthy body weight and exercising regularly. Some individuals require oral medications and/or insulin, administered by syringe or insulin pen.

Diabetes is unique to each person. Therefore, a diabetes management plan is also unique to each person's needs. A plan would include regular medical reviews, an exercise programme and diet, insulin or other medication therapy. Self-monitoring of blood glucose, with a blood glucose meter, enables a person with diabetes to adjust the timing and amount of insulin to match different activity levels, as well as the amount, timing and type of food consumed.

Human rights codes provide that an employer must accommodate a person with diabetes up to the point of "undue hardship". Reasonable accommodation of a person with diabetes may simply mean altering an employee's work schedule to include regular breaks to eat a snack, to monitor blood glucose or to administer medication in a private location. A person's medical information is confidential.

HIGHLIGHTS

- The Municipality provides care and support as well as access to health services that fulfil the needs of employees with TB and related illnesses, conducts referrals for treatment and care services, and pays for them.
- The DOTS approach is provided by the peer educators
- Measures to accommodate and support workers with TB are made through flexible leave arrangements, rescheduling of working times, and arrangements for return to work
- Improvement of treatment adherence and less sick leave utilisation.
- Confidence amongst people who are diabetic because they feel more accepted as their colleagues understand better why they have to inject themselves and eat the type of meals they eat
- Screening for lifestyle-related illnesses (hypertension, diabetes, cholesterol levels, body mass index).